

Project Managers' Advisory Group

MINUTES September 19, 2011

Attending:

(* = by phone)

Kathy Bromead	EPMO
Jesus Lopez*	EPMO
Gaye Mays	EPMO
Alisa Cutler*	EPMO
Valerie Maat*	EPMO
Charles Richards*	EPMO
John O'Shaughnessy*	ITS
Janet Stewart*	ITS
Todd Russ*	ITS
John Paz	ITS
Lucy Cornelius*	DPI
Tanya Luter*	CCPS
Cheryl Ritter*	DOT
Vicky Kumar*	OSC
Ellen Zimmerman*	DHHS DPH
Barbara Swartz*	DHHS DPH
Gary Lapio*	DHHS DIRM
Lynne Beck*	DMH/DD/SAS
Sara Liles*	DMH/DD/SAS
Deanna Perry*	DHHS
Gary Imes*	DHHS
Karen Guy*	DHHS
Lawrence Sanders*	ESC
William Massengill*	DHHS
Lloyd Slominsky*	Dept. of Corrections
Colleen McCarthy*	SOS
Chris Cline*	NCCCS
Nathaniel Hill*	SBOE

Kathy Bromead welcomed everyone to the meeting.

John Paz from ITS is a first time attendee who received his PMP in August.

Kathy solicited and received approval of the August minutes.

Jesus Lopez recognized one new PMP: John Paz(ITS). John received a congratulatory letter from the SCIO, Jerry Fralick.

Jesus presented the survey information from Cycle 13 PMP preparation class. He also stated that the EP MO will be reviewing and revising their PMP slides and trying to be ready for a spring class. There will be no classes this fall. Vicky mentioned that it would help if the EP MO can identify PDU or education opportunities so beginning PMP's can reach their 35 education opportunities. Taking the EP MO PMP Preparation Class only provides for 20 education credits. Jesus said he will see if he could prepare a document to help the students better understand the requirements.

Kathy brought up the www.ncpmi.org website and discussed the annual event being held with enrollment ending this week. Vicky Kumar mentioned that over 500 people have already signed up. Kathy also asked if there was anyone interested in presenting at the Public Sector LIG on October 6th.

Venue	Speaker	Date/Topic
Annual Event		<u>Oct 19 (8:15 am)</u>
General Membership	Vicky Kumar	<u>September 28</u> (6:00 PM) Critical Success Factors in PMO Implementation
Public Sector LIG		No meeting scheduled
PMO Committee		No meeting scheduled
Leadership Committee		No meeting scheduled
Information Systems Committee		No meeting scheduled

The progress of the EPMO work groups was discussed next.

- **SDLC** to address integration of alternate SDLCs (e.g., Agile) into the current process/workflow. Gaye Mays reported that the group agreed on an Agile workflow and is looking for a project to pilot it. The pilot project may be an effort at Department of Insurance. Beau Garcia is working with his agency to see if that will work. The group is focusing on simplifying the workflow for hardware/infrastructure projects.
- **Agency Procurement** to develop a common (within agency) procurement process. Kathy advised that the group updated its charter to include its next steps. Work on the RFP process of evaluation planning and scoring continues.
- **Business Case** to develop guidelines and provide training on justifying projects based on cost/benefits analysis. Valerie reported that the team is looking for volunteers to take the business case template and try to fit one of the projects into the template. Lucy said DPI will have a person and she is working with Janet Voigt. John O'Shaunessy, Beau Garcia and Gary Lapio agreed to help out.

Alisa Cutler reported on Methodology Task Group activity. The group is continuing the development of a template to itemize and describe project Business Functional Requirements.

This year's EPMO customer survey has been sent out to PPM licensees and CIOs. Gaye advised that 27 had been submitted to date and that the survey may be passed on to others who may be interested in participating. The link to the EPMO survey is found at

<http://www.surveymonkey.com/s/GQ937L2>

Gaye Mays presented on planning project resources and the importance of managing resources for your projects. Kathy noted that most IT projects are schedule challenged many times due to resource constraints. The presentation will be under best practices on the EPMO web site.

Charles Richards shared that the PPM tool will be down for maintenance due to server patches. This will be done October 1st. Charles will send out an email to all PPM users.

Meeting adjourned at 4:15 PM.

NEXT MEETING

Monday, October 17, 2011 at 3:30
333 Six Forks Road Conference Room 5 or (919) 981-5581

<https://its.ncgovconnect.com/r96139571/>

APPENDIX

Lessons Learned Documentation

Exhibit A DOT - NCDOT Division 3 Telephone Upgrade

Areas of Potential Improvement	
<i>Date</i>	<i>Description</i>
October 2010	The project management role was assigned to an individual who already had a full time job. Consequently, the assigned project manager did not have sufficient time available to conduct the necessary project management tasks.
October 2010	The initial decision to track the DOT IT Networking time in the SAP PS tool was supported by the PM and the PM advisor. However, when the PMO reversed the decision by deciding not to track DOT IT Networking staff time in the SAP PS structure, we lost a great opportunity to bring formal project management benefits to the Infrastructure part of DOT IT.

A. List this project's three biggest successes.	
<i>Description</i>	<i>Factors that Promoted this Success</i>
The project was implemented.	The DOT IT Networking team and the ITS telephone team knew their jobs and they knew how to get the tasks done with or without formal project management.
The customer is happy.	The project was implemented on time from the customer's perspective.
There is now a template for future projects that are similar.	There is now a 24 page TASD that may be useful for future DOT telephone installations.

Exhibit B

DOT - Grants Management

Initiation Phase:

Topic	Lessons Learned
1. Business Case / Project Charter	Signing of the Charter Document took longer time than planned
2. Level 1 Budget	Budget was prepared with realistic estimates
3. Benefits	Conservative estimates were considered
4. Procurement Plan (procurement strategy....build vs. buy)	Procurement was just an additional licence fee for existing system
5. Project Approval Process	Advance preparation for Gate approvals is required in view of the workflow process
6. Managing Sponsor Expectations	The concept was appropriate to meet the business objectives and the stakeholders had considerable input to all aspects of the project to meet all goals. Expectations were set early at Kick Off workshop and documented. The same are repeated at every executive level committee meetings and would like to extend for other agencies.
7. Managing Customer Expectations	Customer was involved throughout and in taking all major decisions.

Planning & Design Phase:

Topic	Lessons Learned
1. Issue Management	Issues were resolved and closed within the time frame
2. Monthly Status Reporting	Was regular in spite of delayed gate approval process.
3. Staffing Plan	Weekly internal update document maintained which made easy to project monthly update Staffing Plan
4. Project Schedule / Milestones / Project Planning	Milestones for each Gate approval and project planning as per deliverables
5. Requirements Mapping	Mapping of requirements for each system wise instead of goal helped to avoid duplication
6. Other	Process of TASD approval took long time as it has involved outsourcing agency security considerations. A waiver for exception was submitted for state approval

Execution & Build Phase:

Topic	Lessons Learned
1. Managing Sponsor Expectations	Regular communication meetings helped to manage expectations
2. Issue Management	Immediate resolution approach
3. Monthly Status Reporting	Regular
4. Project Schedule / Milestones / Project Planning	Well within scope and could accommodate clients requirements
5. Resource Management (internal & external resources)	Resources were committed to meet work efforts but balancing external and internal resources is a challenge in view of hourly rates. Utilized and training many internal personnel to meet future phases of the project.
6. Vendor Management / Vendor Performance / Vendor Deliverables	This project had more vendors or contractors resources worked on the project there by had to revise planned hours but not the budget.
7. Project Communication	Regular steering committee presentations were beneficial and productive. Weekly review meetings and follow-up reports to all including stake holders helped to give a clear understanding of the scope and progress of the project.
8. Change Management / Change Request	Grouping of system users for hands on training has helped learn faster and accept change
9. Testing (test execution, verification & validation, test scripts, test cases)	Validation is done with project team member present along with user groups representatives helped for quick remedies of issues and there by sign off
10. Requirements Verification & Validation	Requirements continued to change throughout the life of the project since the business process was still being developed. However, the original goals remained

	intact. The flexibility of managing the project with an agile PM process was essential to meeting the business requirements.
11. Other	The Customers were committed to the success of the project. Their high level of involvement/participation was a direct impact to the outcome.

Implementation Phase:

Topic	Lessons Learned
1. Project Approval Process	The clients were involved throughout testing and resolutions. Work hand in hand by dedicating a project person in the process of resolving and assisting in any clarifications.
2. Project Schedule / Milestones / Project Planning	Deliverables as per scope and any additional requirements were categorized as per priority for maintenance jobs.
3. Resource Management (internal & external resources)	Close monitoring of budget helped to reach milestones and deliverables on time

General Comments:

Topic	Lessons Learned
1. Security	Too many extraneous, historical unrelated items were involved in delaying approval of T ASD and exception has been filed

Exhibit C

CCPS - VIPER Strategic Solution Implementation Project – Phase 2

Initiation Phase:

Topic	Lessons Learned
1. Procurement Plan (procurement strategy....build vs buy)	The project team learned that our best approach is to buy instead of build what we need due to the lack of support personnel, especially if the grant funds will support the purchase
2. Managing Customer Expectations	It's been beneficial to have field staff involved with the local customers to manage their expectations of sites in their community. The customers now can associate a name and face to the tower site.

Planning & Design Phase:

Topic	Lessons Learned
1. Requirements Mapping	What has worked well is to have kickoff meetings for each site with all the key customers present. Everyone hears the same information and can ask questions so there are no assumptions being made. We at this time can gather the loading and building requirements from the potential occupants on the tower.
2. Other	This phase is typically built into the implementation phase due to the nature of the funding

Implementation Phase:

Topic	Lessons Learned
1. Managing Customer Expectations	It has been beneficial for us to rely more on our local field staff to assist in managing our customer expectations. As a local field staff, they have a better handle on the local politics and can navigate those waters a little better than the staff in Raleigh.
2. Project Deliverables (refer to the list of deliverables in the PPM Tool that the PM said would be delivered)	The deliverables which in this case equate to the number of sites to be constructed are dictated by the amount of funding received. We cannot turn away funding to build VIPER and have no option but to plan and build as many sites as possible with the funds.